

FUTURE PLANS

Cambridge

College campuses must provide environments that support the learning community and student services. The following projects, which are in the planning stages, will provide additional academic and research space, improve the student life experience, address issues of deferred maintenance, and improve one of the University's most prominent art facilities.

Law School Planning Framework

Since 2002, Harvard Law School ("HLS") has been engaged in a process to assess the potential of its current campus to accommodate future space needs as well as to understand community and city issues regarding possible development. The feasibility study focused on four sites: Everett Street garage site; the Bence site; 23 Everett Street; and North Hall. One of the findings of this ongoing process has been that HLS's 20-25 year academic needs can be met in Cambridge by maximizing use of the Everett Street garage site. Development on this site will require demolition of the Everett Street garage and Wyeth Hall, construction of a new underground garage, and relocation of two historic wood frame houses. HLS continues to seek ways to meet its academic needs in a way that enhances the built environment and addresses key community concerns:

- Massachusetts Avenue Corridor
- Traffic
- Parking
- Safety
- Community Retail
- Historic Resources and Quality Buildings
- Campus Edges
- Scale and Texture
- Pedestrian Pathways
- Open Space
- Image
- Construction Mitigation
- Noise



*Law School Planning
Framework Sites*

In August 2004, HLS chose Robert A.M. Stern Architects as the principal design firm to prepare a planning framework for the Law School campus and to provide the architectural design for the initial development on the Everett Street corner site. Robert A.M. Stern Architects and HLS continue to evaluate space programming needs for the entire campus that will eventually lead to site and building design. HLS is studying programmatic options for the overall development plan to meet its 20 - 25 year academic needs, and will continue conversations with the community and City during the winter.

During the evaluation process, HLS made the decision to go forward with the restoration of 23 Everett Street, including an 8,900 square feet addition. The project received approval from the Historical Commission in August 2005 and is currently under construction.

Fogg Art Museum

Over the past several years, the Harvard University Art Museums (“HUAM”) and University administrators have undertaken a strategic planning process to evaluate the goals and needs of the Art Museums. The urgent and long-acknowledged need to renovate the aging facilities of the Fogg Art Museum was reaffirmed through this process. Through this renovation, HUAM envisions a state-of-the-art, multidimensional visual arts laboratory where all of its collections and research centers are represented, while also addressing significant building and systems deficiencies, security upgrades, and accessibility improvements. HUAM has already taken the first step in its commitment to revitalizing the Fogg through the recent construction of a new, enclosed loading dock. This secure, sheltered loading area will be critical in allowing HUAM to move collections and offices out during the renovation of the Fogg.

Observatory

The Faculty of Arts and Sciences is considering options to relieve crowded conditions at the Observatory.

Kennedy School of Government

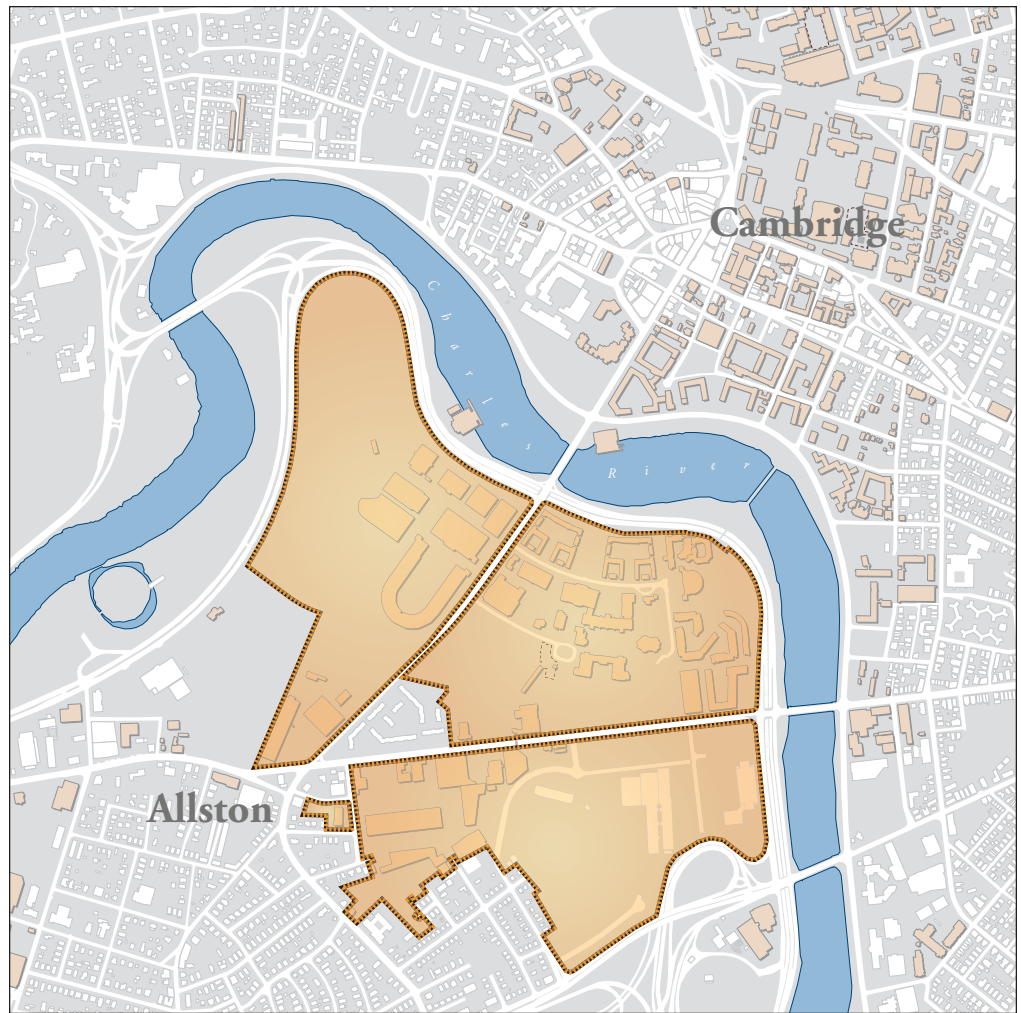
The Kennedy School of Government will continue its ongoing systems renewal and upgrade projects at the school’s Belfer, Littauer, and Taubman buildings.

Allston

The planning firm Cooper, Robertson and Partners has prepared an interim report for the Harvard community that proposes preliminary ideas and options for a basic campus and urban framework in Allston. The report is being shared to facilitate conversations among the University community, the City of Boston and the Allston neighborhood.

The planning framework process begun by Cooper, Robertson and Partners in this report will be ongoing, and will be integrated over time with efforts in academic planning, fund raising, and cost analysis. The overall strength and health of the University will determine the ultimate pace of development and growth in Allston.

*Cooper, Robertson and
Partners Study Area*



The interim report contains choices that will help create a green, vibrant, and welcoming addition to the Harvard campus.

The Allston of tomorrow will enhance the social and economic vitality of the area. Trucks and traffic will make room for scientists, neighborhood residents, professors of education, public health and business, and graduate and undergraduate students creating a vibrant engaging intellectual community. Asphalt on existing industrial properties owned by Harvard will be transformed to landscaped lawns, walkways, and bike paths. New academic buildings that respect Harvard's architectural traditions while embracing design innovation will create a campus character compatible with the surrounding community. Arts and culture will draw campus and community to new shared places and open spaces.

The ideas presented in the report include a variety of infrastructure improvements and transportation possibilities that better link areas of Harvard's campus, potential new river crossings, pedestrian and bicycle paths, and recommendations for open space and public places that can be shared with the Allston neighborhood.

The report also presents site concepts for the academic options that were developed by the Allston Faculty Task Forces last year.

Cooper, Robertson and Partners was hired in 2004 not to design buildings, but to develop a strategic physical framework plan for Harvard's Allston land that will accommodate the University's academic aspirations and needs over at least the next 50 years. When completed, the framework will include a street and block plan, open space and landscape layout, proposed transportation system improvements and a necessary infrastructure network, and potential building.

A Program Vision to Guide Next Phase of Planning

In order to test the preliminary framework elements explored in the report, the Cooper team used a set of academic planning assumptions drawn from: 1) discussions among Schools and departments; 2) the new recommendations proposed by the Science and Technology Task Force this spring pointing to science as an early priority; and 3) previous planning, including the ideas and recommendations of Allston faculty task forces on science and technology, undergraduate life, professional schools, culture, housing and transportation presented last year.

The assumptions do not represent a set plan. They reflect potential first phase program elements for Allston intended to facilitate ongoing planning discussions among the Harvard community. The assumptions are also a tool to help the consultants consider the long-range potential for Harvard's Allston land and possible phasing strategies. The possible building program identified in the report includes:

- Two 500,000 square foot science buildings;
- New sites for the School of Public Health and Graduate School of Education and room for them to grow;
- The potential for four undergraduate houses along the river;
- New and expanded athletic facilities;
- Graduate housing coupled with community housing to help the University meet its overall goal of housing 50 percent of graduate students and to help the Schools meet their individual housing goals, while relieving pressure on the local housing market;
- An undergraduate student center;
- A graduate student center;
- Spaces for cultural activities, including museums and theaters to complement and supplement activities in Cambridge;
- A conference center;
- Retail stores that create a place where campus and neighborhood intersect;
- Support services, such as security, administrative support space, child care and parking.

As academic, cultural, residential, and civic needs are further clarified and defined through ongoing consultation, the University can draw on its land parcels in Allston to accommodate those needs. According to the report, much of the land is encumbered with railroad easements and deed restrictions. While this poses a challenge for development over the long-term, the report notes that early projects can be accommodated on land that is readily available after city and state permitting requirements are met.

The report concludes that maximum flexibility in use, configuration and subdivision of building parcels is needed as Harvard anticipates program aspirations and space needs over the next several decades.

Transportation: Improved Connectivity for Harvard's Campus

Harvard's campus, including Allston, would be tied together by a transportation system that could include changed roadway patterns, increased shuttle or other mass transit service, and enhanced pedestrian and bicycle pathways.

The options developed by Cooper, Robertson and Partners not only seek to bring different parts of Harvard's campus closer together, but also to bring improvements to the ways people in the community enter and exit Allston. The report notes that other transit solutions will have to be sought in the longer term.

As the Allston campus grows, it will be important to be able to move more people more quickly between Cambridge and other parts of the area. The interim report describes several options, including refurbishing the Weeks Footbridge to carry pedestrian, bicycle and shuttle traffic or possibly adding a new river crossing in the form of a new bridge or a tunnel.

With foot and bicycle traffic an important part of any college's life, the progress report suggests dedicated bicycle paths, separated from walking paths, to facilitate transport back and forth between Allston and Cambridge. An underground network of tunnels might provide all-weather passage among Allston buildings.

Better transportation to Harvard's Longwood campus is also critical, the report says, and Allston's location will allow for faster, more direct shuttle service than is currently offered from Cambridge, an important factor in tying together medical and public health functions that could potentially be located at both campuses. As preferred transportation concepts are identified and considered, the report notes, public participation, including neighborhood, City and regulatory agencies, would be required.

Transformation: From Truck Yards to Green Campus

Harvard's Allston land today consists of a series of parcels, some contiguous, others not, that are largely industrial and paved with asphalt. The report imagines academic buildings framed by landscaped lawns, new open spaces and interweaving pathways for pedestrians and bicycles that connect campus and community to the river and beyond.

A canal and pond system in the Athletics area is one idea proposed by the planning team. This concept would handle surface water and ease the burden on city utilities while improving athletics fields and Smith Field and providing a place where students and neighborhood residents can skate and play hockey in the wintertime and walk during other seasons. The report proposes a number of possible elements for the Allston campus open space system.

The Allston development will adhere to the Harvard-wide sustainability principles adopted last fall. Those principles commit the University to enhancing the health of surrounding ecosystems, as well increasing energy efficiency and minimizing emissions of greenhouse gases, among other goals.

Common Space: Where University and Neighborhood Meet

The report notes the potential for common spaces in Harvard's future development and highlights the benefit this would bring to both campus and neighborhood. It notes, however, that this will require taking care at the seams where the residential community and the Harvard lands meet. The report notes that there must be a complementary relationship between today's and tomorrow's buildings to enhance the beauty and vitality of both the University campus and the North Allston neighborhood.

Lower-scale buildings and uses such as graduate student and Harvard-affiliated housing, as well as community housing, could be the kinds of campus edge development that would be compatible with the North Allston community.

The Allston development would also include common spaces for campus and community. The report envisions places where civic, cultural and retail activities engage both students and neighbors.

Housing for both graduate students and community residents could also provide common space. Barry's Corner at North Harvard Street and Western Avenue and McNamara Concrete are noted as logical locations for uses that serve both the University and the community, and traffic along Windom Street could be quieted.

Concepts similar to those in the report have been the subject of discussions during the development of the North Allston Neighborhood Strategic Plan, a recent community-based planning effort between the North Allston neighborhood, the City of Boston and Harvard. Robust consultation within the University community and with Harvard's Allston neighbors and Boston's leadership will help move forward Harvard's future campus plans as all parties embark on a shared future.

Next Steps: Using Knowledge Gained to Advance Planning

The Cooper, Roberston progress report closes with a series of potential academic and related program priorities that should be addressed broadly in consultation and discussions during the next phase of study beginning in the fall:

- Locations and sizes for the science programs;
- Locations and sizes for School of Public Health and Graduate School of Education;
- Locations and specifications for cultural uses;
- Locations for civic, retail and support uses;
- Locations for undergraduate houses along the river;
- Locations for graduate housing;
- Preferred new river crossings;
- Possible depression of parts of Soldiers Field Road;
- Whether major academic areas should feel like a “Yard” or should be a collection of individual buildings within an urban grid;
- Architectural vocabulary as Allston evolves.

First Science Project

Four firms have been asked to submit materials that will make it possible for Harvard to decide which firm would best be suited to design an approximately 500,000 square-foot research complex in Allston. That first building will accommodate a range of initiatives recommended last year by the task force for science and technology, including Chemical Biology, Innovative Computing, the Harvard Stem Cell Institute, and Systems Biology, as well as relevant parts of the Engineering initiative.

Over the course of the next year, the selection of an architect and the eventual science building design process will proceed in parallel with a new phase of Allston planning consultation with both the Harvard and surrounding communities.

Allston Room

The public is encouraged to learn about Harvard’s continuing planning for Allston by visiting the Allston Room, which is located in Holyoke Center. More details about the Allston Room are available at [**www.allston.harvard.edu**](http://www.allston.harvard.edu).

III. LIST OF PROJECTS

List all development and public improvement/infrastructure projects completed within the past year, currently in construction or which will require City permits or approvals during the next three years (coordinate with Map 3 in Section IV);

- Indicate how each project meets the programmatic goals of your institution discussed in Section II;
- Indicate how each project fits into the physical plans for the immediate campus area;
- Indicate identified future development sites on your campus (coordinate with Map 4 in Section IV).

Project List	
Completed Within the Past Year	Programmatic Goal
North Campus Underground Parking Garage	Relocation of surface parking to underground garage
Schlesinger Library Renovation	Improvement of library facility
Quadrangle Athletic Center	Relocation of dance program to QRAC from Radcliffe Yard
Sever Hall	Renovation to create space for the Visual and Environmental Studies film program
Currently in Construction	
Northwest Building	Interdisciplinary research and teaching in the sciences
Biological Research Infrastructure Building (BRI)	Interdisciplinary research and teaching in the sciences
Center for Government and International Studies (CGIS Phase 1)	Academic and administrative space for international studies center is part of the larger Center for Government and International Studies complex
17 Sumner Road and 38 Kirkland Street (CGIS Phase 2)	Restoration of historic properties for conversion to academic use
90 Mount Auburn Street	Administrative offices for Harvard libraries with first floor retail
New College Theatre	Improved student life; reconstruction of theater and support space
Laboratory for Integrated Science and Engineering (LISE)	Interdisciplinary research and teaching in the sciences
Grant/Cowperthwaite Housing	University goal of housing 50% of graduate students
870-888 Memorial Housing	University goal of housing 50% of graduate students
Blackstone Station Renovations	Consolidation of University Operations Services
Hemenway Gymnasium	Improved student life; recreational facilities
23 Everett Street	Administrative office space
20-20A Prescott Street	Address deferred maintenance
Rockefeller Hall	Improved accessibility and updated building systems
Radcliffe Gym	Improved safety and accessibility; re-configured internal space
Conant Addition	Laboratory space to support collaborative research
Will Require City Permits or Approvals Within Three Years	
Law School Planning Framework	Replacement of inadequate academic facilities and student activity space; relocation of parking underground
Switch House Affordable Housing	Creation of community affordable housing
Hilles Re-use	Deferred maintenance; consolidation of library space on first floor; student activities space on upper floors
22-24 Prescott Street	Address deferred maintenance
1306 Massachusetts Avenue	Major renovation including accessibility upgrades

IV. MAPPING REQUIREMENTS

Please attach to the report maps of the following (these may be combined as appropriate):

1. **Map of all real estate owned in the City of Cambridge. Categorize properties by use as appropriate (e. g., institutional/academic, student activities/athletic, dormitory/nontaxable residential, investment, etc.).**

Map 4.1 shows property owned by Harvard and property leased by Harvard for University use.

2. **Map of real estate leased. Categorize properties by use as appropriate (e. g., institutional/academic, student activities/athletic, housing). This map can be combined with the one above.**

Map 4.2 shows Harvard-owned property leased to third parties.

3. **Map of development projects completed within the past year, now underway, proposed or planned within the next three years.**

Map 4.3 shows the location of Harvard's development projects.

4. **Map the sub-areas/precincts of your campus, indicating the location of future development areas and projects. If appropriate, include detailed maps of sub-areas/precincts where significant changes are anticipated to occur over the next five years.**

Map 4.3 shows Harvard's future development projects.

Map 4.1 Real Estate Owned and Leased by for Harvard University Use



Legend

Buildings by Ownership Status and Primary Use ⁽¹⁾

- Harvard Owned - Institutional ⁽²⁾
- Harvard Owned - Residential
- Harvard Owned - Other ⁽³⁾
- Leased ⁽⁴⁾ - Institutional ⁽⁵⁾

Land Parcels

- Harvard Owned
- Non-Harvard Owned

Notes:

- (1) Primary Use reflects predominant building use.
 - (2) The Rowland Institute located at 100 Edwin Land Blvd is located outside the map coverage area.
 - (3) See Map 2, next page.
 - (4) Buildings may be leased by Harvard in whole or in part.
 - (5) All buildings leased from a third party are used for institutional purposes, except 77 Trowbridge Street and 65 Mount Auburn Street which are residential.
- The following buildings leased by Harvard for Institutional Use are located outside the map coverage area:
- 155 Fawcett Street
 - One Kendal Square
 - 320 Charles Street
 - 320 Bent Street

Map 4.2 Real Estate Leased to a Third Party in Cambridge



Legend

Buildings by Ownership Status and Use

- Leased to 3rd Party ⁽¹⁾ - Commercial ⁽²⁾
- Leased to 3rd Party ⁽¹⁾ - Other ⁽³⁾
- Harvard Owned - Other

Land Parcels

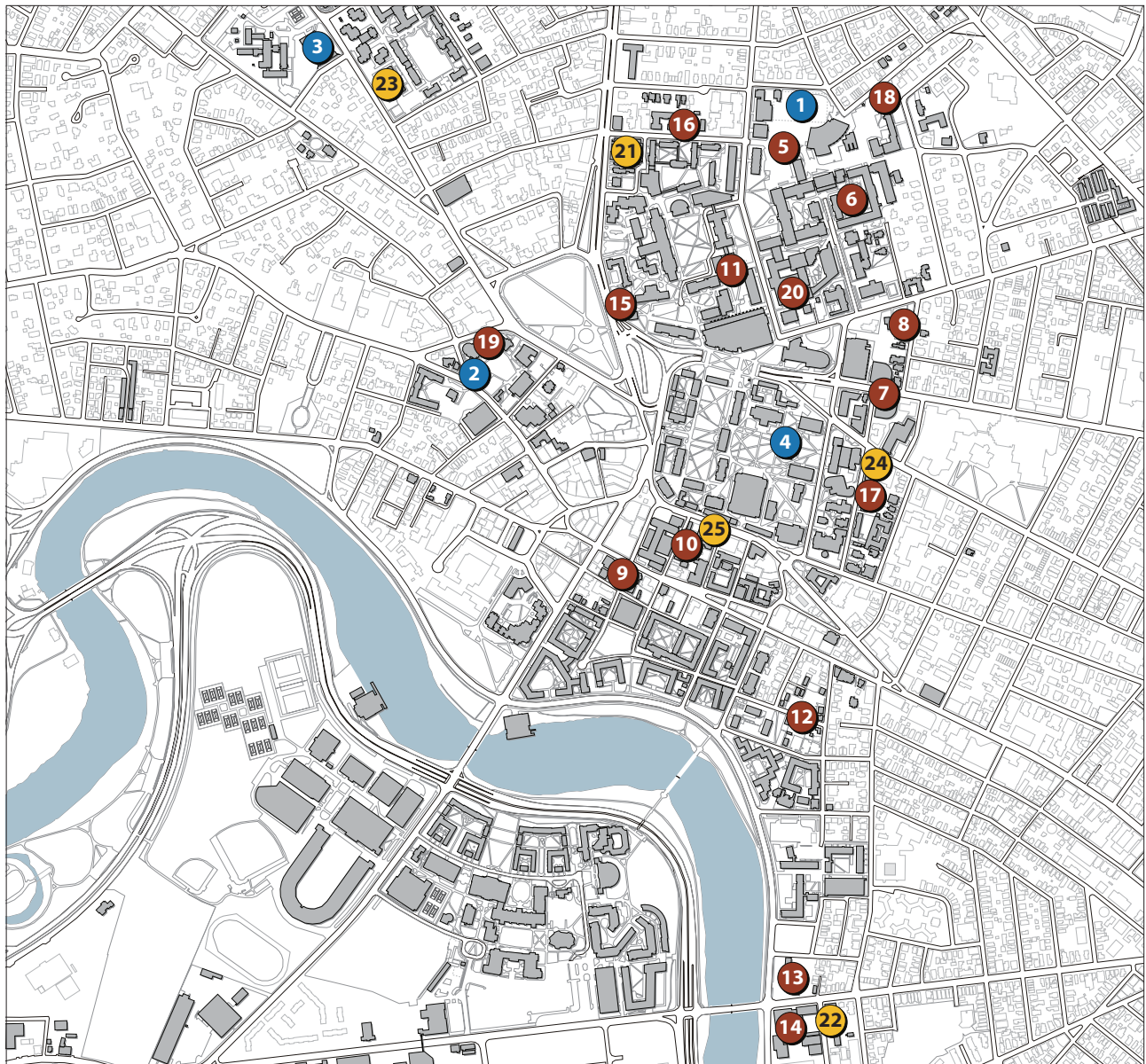
- Harvard Owned
- Non-Harvard Owned

Notes:

- (1) Buildings may be leased in whole or in part. For locator purposes, entire buildings have been shaded.
- (2) All buildings with commercial uses leased to a third party are owned by Harvard, except for the following buildings which are controlled by Harvard through lease agreements:
 - 8 Holyoke Street
 - 14 Story Street
 - 65 Mount Auburn Street
 - 124 Mount Auburn Street
- (3) Includes 52-60 Mount Auburn Street which is leased to Harvard-Radcliffe Hillel

This map does not highlight affiliate residential property. Affiliate residential is included in the "Harvard Owned - Residential" category on Map 1.

Map 4.3 Projects Completed, in Construction, and in Planning



Completed Within the Past Year

1. North Campus Underground Parking Garage
2. Schlesinger Library Renovation
3. Quadrangle Athletic Center
4. Sever Hall



Currently in Construction

5. Northwest Building
6. Biological Research Infrastructure Building (BRI)
7. Center for Government and

International Studies (CGIS Phase 1)

8. 17 Sumner Road and 38 Kirkland Street (CGIS Phase 2)
9. 90 Mount Auburn Street
10. New College Theatre
11. Laboratory for Integrated Science and Engineering (LISE)
12. Grant/Cowperthwaite Housing
13. 870-888 Memorial Housing
14. Blackstone Station Renovations
15. Hemenway Gymnasium
16. 23 Everett Street

17. 20-20A Prescott Street

18. Rockefeller Hall

19. Radcliffe Gym

20. Conant Addition



Will Require City Permits or Approvals Within Three Years

21. Law School Planning Framework
22. Switch House Affordable Housing
23. Hilles Re-use
24. 22-24 Prescott Street
25. 1306 Massachusetts Avenue

V. TRANSPORTATION DEMAND MANAGEMENT

Please provide the following information. You may summarize the information below or attach documents to this report, as appropriate. If your school has not updated information since submitting the 2004 Annual Report, you may so indicate in the appropriate space below.

- A. Results of surveys of commuting mode choice for faculty and/or staff and/or students.
- B. Information on the point of origin of commuter trips to Cambridge for faculty and/or staff and/or students.
- C. Have there been any changes in your TDM plan or strategy since submitting your 2004 Town Gown-report? If so, please describe briefly. (Your PTDM plan is on file at CDD.)

Harvard University is the largest employer in the City of Cambridge, and is a complex decentralized educational institution that is naturally geared toward flexible work and academic schedules. Therefore it is a less intensive traffic generator than other traditional businesses. For example, fully one third of Harvard's Cambridge-based employees are non-peak hour commuters. Non-peak commuters reduce traffic congestion by naturally spreading out all traffic impacts, including transit, vehicular and pedestrian. In addition, the University announced a goal of increasing the percentage of graduate students housed in on-campus facilities. Harvard currently houses approximately 40% of its graduate students but aspires to house one half of its graduate students by 2011. The University believes this will further reduce transportation impacts by reducing the number of commuting students.

Harvard's Parking and Transportation Demand Management ("PTDM") Plan was approved in 2003. The PTDM Plan provided the City of Cambridge with a baseline assessment of Harvard's parking supply as well as detailing how the University manages its vehicle trips through the transportation demand ("TDM") measures and strategies offered by the *CommuterChoice* Program. The PTDM Plan described a menu of transportation services and incentives that Harvard had in place to reduce its single occupancy vehicle ("SOV") rate by 10% from 27.4 % of the commuting population to 24.7 %.

Since the PTDM Plan was approved, Harvard has met and exceeded its base year SOV rate goal of 24.7 %. In fact, the results of the 2004 PTDM survey document Harvard's SOV rate at 17.0 % for Cambridge based employees and non-Harvard housed graduate students. This sharp reduction reflects Harvard's ongoing commitment to the extensive programs and measures contained in Harvard's PTDM Plan.

Beginning in September 2004, monthly MBTA Pass sales have been available to affiliates online providing the convenience of receiving a monthly pass at home. This allows employees to avoid the lines at pick-up sites on campus. Further, employees must only sign up once to receive a monthly pass in the mail on a recurring basis. Employees may change the pass type they wish to order or cancel their online at any time. Harvard continues to subsidize the cost of MBTA passes at a rate of 40%, and has increased its subsidy of monthly MBTA commuter rail passes from 40% to 50% beginning in May 2005. As an added bonus, the price for the pass is now deducted from an employee's paycheck before taxes.

Other programs and incentives in Harvard's PTDM Plan have had the following results:

- An increased number of sheltered bike parking spaces;
- The number of Harvard Departments participating in Zipcar™ has tripled;
- The number of registered Zipcar™ Affiliates has increased from 1,704 to over 2,000;
- Parking spaces for use by Zipcar™ vehicles has been increased from 8 to 9;
- Signed parking spaces for use by carpoolers and vanpoolers have been created;
- Harvard has been recognized as a member of the EPA's National Best Workplaces for Commuters Initiative since 2002.

Harvard University's *CommuterChoice* Program is committed to tracking and monitoring the various TDM programs and incentives it provides, and to improving its programs based on annual survey data and other program feedback. Surveys indicate that the numbers of employees and students have remain relatively constant over time and changes in modes of travel have reduced the SOV rate and increased the numbers of people using public transit. For the results of surveys of commuting mode choice for faculty, staff and students and for information on the point of origin of commuter trips to Cambridge, please refer to the University's annual PTDM Progress Report, on file with the City.

The following is a list of current *CommuterChoice* Program offerings:

- Information on local transit options
- MBTA monthly pass subsidy and pre-tax savings
- Information on safe bicycle routes and general bicycle safety
- Carpool partner matching and carpool registration
- Discounted and preferential parking for carpools and vanpools
- Assistance with vanpool formation
- Discounted Zipcar™ membership information
- Emergency Ride Home Program for carpool participants
- Park and Ride information
- Assistance with transportation information as it relates to moving to the area or relocation
- Outreach to the University's Transportation Coordinators, representing all of the University's Departments.

The programs and measures in Harvard's PTDM Plan are extensive, and when included with the University's promotion of a greener campus through the Harvard Green Campus Initiative, demonstrate that the University is acting responsibly to maintain and improve the quality of life within the City of Cambridge.

Additional information on these program offerings is available on line at **www.comuterchoice.harvard.edu**.

A copy of Harvard University's PTDM Plan is available by contacting Jean Clark, City of Cambridge PTDM Planning Officer, at 617-349-4673 or jclark@cambridgema.gov. Harvard submits annual PTDM updates which are on file with the City's Community Development Department.

VI. INSTITUTION SPECIFIC INFORMATION REQUESTS

1. **Provide an update on planning and construction activities in the North Yard and Law School areas, including plans for the Massachusetts Avenue frontage.**

See Section II, Future Plans Narrative: Projects in Construction and Future Plans

2. **Provide an update on the conversion of the Hilles Library to student services related uses.**

See Section II, Future Plans Narrative: Projects in Construction

3. **Provide an update on plans for the three special district areas created through the Riverside Zoning, including plans for institutional housing at 888 Memorial Drive and Banks Street and plans for the power plant and switch house on Blackstone Street.**

See Section II, Future Plans Narrative: Projects in Construction

4. **Provide an update on planned construction and changes in program for property at the Radcliffe Quadrangle and at the Observatory.**

Quadrangle Housing: As the University progresses in planning for Harvard's future in Allston, a large number of academic and other programmatic options are being considered. One option the University is exploring includes the construction of undergraduate housing in Allston and the conversion of the Quadrangle to graduate student housing. In the coming year, this and many other ideas and perspectives will be cooperatively discussed with our Cambridge and Allston neighbors, key University groups, and city and state officials before a physical framework to guide future plans is developed.

Observatory: See Section II, Future Plans Narrative: Future Plans, Cambridge

5. **Provide an update on any anticipated change in the quantity of space leased to commercial tenants (retail and office), with particular attention paid to any ground floor retail activity currently accessible to the public.**

By early 2006, Harvard will complete 90 Mt. Auburn Street which will have a retail tenant on the ground floor occupying approximately 1,000 SF. With regard to Harvard's other retail properties in Harvard Square, Harvard

endeavors to maintain full occupancy and will, when vacancies, occur strive to tenant these properties with uses that are compatible with and supportive of the vibrant Harvard Square retail environment. In general, the University has a policy of not leasing to national retail chains.

6. Provide an update on planned construction and changes in program for property in the block between Prescott and Ware Streets.

No changes in program are anticipated in any buildings on this block. Harvard Real Estate Services (HRES) is planning to undertake capital improvements to several of its existing affiliated housing facilities located on this block. At 22-24 Prescott Street, HRES is planning a renovation project that will begin construction during the summer of 2006 and includes repairing and recladding the side and rear facades, restoring and repointing the brick masonry on the front façade, adding an accessible entrance, and undertaking other minor interior improvements. Within the next five to ten years, HRES also has plans to repair the exterior masonry, windows, and/or roofs at the following properties: 20-20A Prescott Street, 9-13 Ware Street, and 472-474 Broadway.

7. Provide an update of the plans for Allston as they affect the Cambridge campus and the City of Cambridge. Address the proposals described by the recent “Interim Report”.

See Section II, Future Plans Narrative: Future Plans, Allston